

REVEREND CLERGY, DISTINGUISHED MEMBERS OF THE CITY COUNCIL, SCHOOL COMMITTEE, ELECTRIC LIGHT COMMISSION, LIBRARY TRUSTEES, PUBLIC OFFICIALS, FAMILY, FRIENDS AND CITIZENS OF PEABODY. IT IS A DISTINCT PRIVILEGE AND HONOR FOR ME TO STAND BEFORE YOU AS YOUR MAYOR AT THIS, THE 36TH INAUGURAL IN THE HISTORY OF OUR CITY.

TONIGHTS INAUGURAL AND ORGANIZATION OF GOVERNMENT MARKS THE BEGINNING OF THE NEXT TWO YEARS IN OUR FULFILLING THE TRUST AND CONFIDENCE OUR CITIZENS HAVE PLACED IN US.

THE OATH OF OFFICE WE JUST TOOK PROVIDES US WITH THE LEGAL RESPONSIBILITY TO MANAGE THE AFFAIRS OF OUR COMMUNITY IN A FAIR, HONEST AND EFFICIENT MANNER. LET NONE OF US BE BOLD ENOUGH TO BELIEVE WE OWN THE POSITIONS WE HOLD BUT RATHER WE ARE CUSTODIANS OF THESE POSITIONS BY VIRTUE OF THE DECISION OF THE PEOPLE ON ELECTION DAY.

THE DECISION BY THE PEOPLE TO ALLOW US TO SERVE IN PUBLIC OFFICE, SHOULD MAKE US EVER MINDFUL OF THE TRUST, FAITH AND RESPONSIBILITY THEY HAVE PLACED IN OUR HANDS.

IN ORDER TO CONTINUE IMPROVEMENT IN OUR COMMUNITY AND THE QUALITY OF LIFE, IT WILL TAKE STRONG LEADERSHIP. I DO NOT DEFINE LEADERSHIP AS BEING ALL THINGS TO ALL PEOPLE BUT RATHER MAKING DECISIONS IN THE BEST INTEREST OF OUR COMMUNITY AND THAT MAY MEAN NOT ALWAYS TAKING THE MOST POPULAR STANCE. WE CANNOT AND SHOULD NOT USE A POLITICAL BAROMETER WHEN MAKING DECISIONS THAT EFFECT THE LIVES OF 47,000 PEOPLE IN OUR COMMUNITY.

THE INAUGURAL IS A TIME TO REFLECT ON OUR PAST AND SET OUR GOALS FOR THE FUTURE. BEFORE I DO THAT I BELIEVE IT IS NECESSARY FOR ME TO CLEAR UP ONE SPECIFIC ISSUE. OVER THE PAST SEVERAL MONTHS THERE HAS BEEN MUCH SPECULATION AS TO MY POLITICAL FUTURE. MUCH HAS BEEN SAID AND MUCH HAS BEEN WRITTEN BUT WHEN ALL IS SAID AND WRITTEN THE DECISION RESTS WITH ME AND ONE THAT I MUST BE COMFORTABLE WITH. I HAVE REACHED THAT DECISION AND FEEL RELIEVED AND COMFORTABLE WITH IT. I WILL NOT BE A CANDIDATE FOR ANY OTHER OFFICE THIS FALL. I WILL, AS I HAVE IN THE PAST, DEVOTE MY TOTAL TIME AND ENERGY AS MAYOR OF YOUR CITY.

I ENJOY BEING MAYOR AND I BELIEVE WE HAVE TURNED THE CORNER IN A NUMBER OF AREAS AND I AIM TO COMPLETE WHAT WE HAVE STARTED. PART OF MY DECISION WAS ALSO BASED ON THE SIGNIFICANT WORK LOAD THAT WE HAVE FACED AND WILL BE

FACING OVER THE NEXT TWO YEARS. I BELIEVE THE NEXT TWO YEARS ARE CRITICAL TO OUR CITY, MUCH HAS BEEN ACCOMPLISHED BUT MUCH REMAINS TO BE DONE. I DO HOWEVER, WANT TO THANK THE MANY PEOPLE BOTH IN AND OUT OF THE CITY WHO OFFERED ENCOURAGEMENT AND SUPPORT. I AM TRULY GRATEFUL AND HONORED.

OUR GOAL TO MAKE GOVERNMENT RESPONSIVE TO THE NEEDS OF THE PEOPLE AND IMPROVE THE QUALITY OF LIFE IS FIRST AND FOREMOST. SUCCESS IN ACHIEVING THIS GOAL CAN ONLY BE MET BY WORKING TOGETHER. I WOULD THEREFORE LIKE TO TAKE THIS OPPORTUNITY TO THANK THE CITY COUNCIL, SCHOOL COMMITTEE, THE VARIOUS DEPARTMENT HEADS, PUBLIC OFFICIALS, BOARDS, COMMISSIONS, STATE AND FEDERAL OFFICIALS, AND OTHER INDIVIDUALS AND GROUPS BOTH PUBLIC AND PRIVATE. YOU HAVE ALL WORKED WELL OVER THE LAST TWO YEARS TO PROVIDE A SMOOTH FUNCTIONING MUNICIPAL GOVERNMENT.

OVER THE NEXT TWO YEARS WE WILL BE FACING A MULTITUDE OF ISSUES. TONIGHT I WOULD LIKE TO TOUCH ON A FEW.

FINANCING MUNICIPAL GOVERNMENT IS ONE OF THE MOST DIFFICULT TASKS COMMUNITIES FACE. PEABODY HAS DONE WELL IN LIGHT OF ALL THE CONSTRAINTS

PLACED ON IT BY PROPOSITION 2½.

PROBABLY THE LEAST GLAMOROUS BUT THE MOST IMPORTANT ISSUE HAS BEEN THE FINANCES OF OUR COMMUNITY. DESPITE ALL THE ISSUES WE HAVE DEALT WITH THE ONE ACCOMPLISHMENT THAT I TAKE THE GREATEST DEAL OF PRIDE IN IS THE COMPLETE TURN AROUND OF THE FINANCIAL CONDITION OF OUR COMMUNITY.

ONE OF MY FIRST PRIORITIES UPON ASSUMING OFFICE WAS THE STABILIZATION OF OUR PROPERTY TAXES. I AM EXTREMELY PLEASED TO STATE THAT WE HAVE NOT HAD A TAX INCREASE IN FIVE YEARS AND IN SOME CASES PEOPLE ARE PAYING LESS THAN THEY WERE IN 1979.

I DO NOT WANT TO BORE YOU WITH A WHOLE LIST OF NUMBERS BUT IN GENERAL LET ME STATE THAT WE DO NOT HAVE ANY DEFICITS. WE WILL NOT SPEND WHAT WE DO NOT HAVE. IN 1979 THE CITY'S FREE CASH WAS IN THE DEFICIT TO THE TUNE OF \$1.6 MILLION DOLLARS, AND TODAY I AM PLEASED TO REPORT THAT WE ARE CERTIFIED BY THE DEPARTMENT OF REVENUE AT A \$3.3 MILLION SURPLUS. THIS REPRESENTS A FIVE MILLION DOLLAR TURNAROUND. AS OUR LATEST AUDIT REPORT STATES, WE HAVE TURNED THE CORNER AND I AIM TO KEEP US THERE.

TO MAKE THE PROGRESS WE HAVE, IT REQUIRED MANY TOUGH DECISIONS, FROM REDUCTIONS IN WORK FORCE TO SAYING NO TO APPROPRIATION REQUESTS THAT COULD NOT BE FUNDED BECAUSE OF SCARCE RESOURCES. ALSO, HIRING OF COMPETENT PEOPLE THROUGH AN OPEN AND FAIR PROCESS AND SIGNIFICANT CHANGES IN MANAGEMENT PROCEDURES HAVE BEEN MAJOR FACTORS IN OUR PROGRESS.

I MUST, HOWEVER, TEMPER ALL OF THESE POSITIVE REMARKS WITH A WORD OF CAUTION. WE ARE CURRENTLY UNDERGOING BOTH IN THE STATE AND LOCAL LEVEL CUTBACKS IN FEDERAL AID. CURRENT LEGISLATION CALLS FOR THE TERMINATION OF FEDERAL REVENUE SHARING ON SEPTEMBER 30, 1986. THIS ONE FEDERAL CUTBACK WILL MEAN A LOSS IN EXCESS OF \$600,000 PER YEAR.

THE STATE LEGISLATURE HAS RECENTLY PASSED LEGISLATION THAT REPEALS THE 7 ½% SURTAX WHICH MAY MEAN LESS STATE AID TO THE CITIES AND TOWNS.

ANOTHER AREA OF CONCERN COULD BE A GENERAL FLATTENING OF THE ECONOMY WHICH WILL ADD TO THE UNCERTAINTY OF FUTURE INCREASES IN STATE AID.

WE HAVE MADE SOME VERY SIGNIFICANT INROADS DURING THE PAST FEW YEARS BUT WE ARE STILL FACING MAJOR FINANCIAL PROBLEMS IN THE AREAS OF PENSIONS,

INSURANCE, FUNDING FOR OPEN SPACE, CONTINUED FUNDING OF THE STABILIZATION FUND ALONG WITH OTHER GENERAL COST INCREASES.

I DO, HOWEVER, MAKE A FIRM COMMITMENT TO YOU THIS EVENING TO PUT AS MUCH TIME AND EFFORT AS NECESSARY IN ORDER TO OVERCOME THESE OBSTACLES AND ASSURE YOU OF A FINANCIALLY STABLE COMMUNITY BECAUSE A FINANCIALLY STRONG AND STABLE CITY WILL ALLOW US TO DO THE THINGS THAT PROVIDE A BETTER QUALITY OF LIFE.

IN THE SPRING OF 1985, MY ADMINISTRATION INITIATED AN OPEN SPACE AND RECREATION MASTER PLAN PROCESS, THE FIRST IN MANY YEARS FOR PEABODY. AT THE TIME I STATED THAT ONE OF THE GOALS OF THE PLAN WOULD BE THE ACHIEVEMENT OF BALANCED GROWTH IN OUR COMMUNITY. THE DRAFT RECOMMENDATIONS WERE VERY WELL RECEIVED AT TWO PUBLIC MEETINGS AND WE ARE NOW IN THE PROCESS OF FINALIZING OUR RECOMMENDATIONS.

THIS PLAN WILL PROVIDE A BLUEPRINT FOR REBUILDING AND EXPANDING OUR PARK SYSTEM AND PRESERVING OUR VALUABLE OPEN SPACE RESOURCES. IN 1986, I WILL REQUEST A COUNCIL APPROPRIATION FOR AT LEAST \$400,000 TO TACKLE THE PLAN'S FIRST YEAR PRIORITIES. I HAVE ALREADY SUBMITTED TO THE COUNCIL AND

PLANNING BOARD A LIST OF ZONING RECOMMENDATIONS AIMED AT PROTECTING SIGNIFICANT OPEN SPACES IN OUR CITY. I HAVE DIRECTED THE COMMUNITY DEVELOPMENT DEPARTMENT TO WORK CLOSELY WITH THOSE BOARDS ON THE REZONING ISSUE. IN 1986, WE WILL AGGRESSIVELY PURSUE STATE AND FEDERAL RECREATION AND OPEN SPACE GRANTS. I INTEND TO MAKE PARK INVESTMENTS AND OPEN SPACE PRESERVATION A TOP PRIORITY IN THE COMING YEAR. WE CAN'T AFFORD NOT TO.

IN 1985 WE CONTINUED THE DIFFERENT ELEMENTS OF OUR DOWNTOWN REVITALIZATION PROGRAM - FACADE GRANTS, SIGN GRANTS AND THE SMALL BUSINESS LOAN PROGRAMS. THIS LAST YEAR MORE PEOPLE THAN EVER HAVE COME UP TO ME AND SAID, "DOESN'T THE SQUARE LOOK GREAT". I THINK WE'RE REACHING A STAGE WHERE OUR DOWNTOWN PROGRAM HAS BEGUN TO PAY DIVIDENDS. A WALK OR A DRIVE DOWN MAIN STREET WITH IT'S NEW STOREFRONTS AND SIGNAGE WILL REVEAL THE TANGIBLE EVIDENCE OF THE GROWING PRIDE IN OUR CITY. THE UNBELIEVABLE SUCCESS OF THE SECOND INTERNATIONAL FESTIVAL IS FURTHER PROOF OF OUR GROWING COMMUNITY SPIRIT. WITH THE FESTIVAL, ALMOST 40,000 PEOPLE CAME TO PEABODY SQUARE LAST SEPTEMBER TO RECOGNIZE THE CITY'S MOST VALUABLE RESOURCE - IT'S PEOPLE. THE "PRIDE IN PEABODY" PROGRAM, NOW IN IT'S FOURTH YEAR, WILL MOBILIZE HUNDREDS OF CITIZEN VOLUNTEERS TO PICK UP ROAD SIDE LITTER, CLEAN OUR STREETS, AND BEAUTIFY OUR TRAFFIC ISLANDS. THIS CITY WILL SPARKLE IN

1986. IT WILL BE OUR YEAR.

IN THE SUMMER OF 1985, WE SAW THE INITIATION OF THE LARGEST PUBLIC WORKS IMPROVEMENT PROGRAM EVER IN THE DOWNTOWN - THE URBAN SYSTEMS PROJECT. WASHINGTON STREET HAS BEEN RECONSTRUCTED AND NEW SIDEWALKS BUILT. THIS SPRING, THE FINAL PAVING AND BRICKWORK WILL BE ADDED AND THE STREET TREES PLANTED. THE RECONSTRUCTION OF WALNUT STREET, PEABODY SQUARE AND PORTIONS OF MAIN STREET WILL ALSO BE UNDERWAY IN THE SPRING OF 1986. THESE PROJECTS ARE THE CULMINATION OF FOUR YEARS OF PLANNING BY CITY AGENCIES, BUSINESS AND CIVIC GROUPS. IN 1986 WE WILL BEGIN TO SEE THE BENEFITS OF THIS HARD WORK WITH A SAFER, MORE VISUALLY ATTRACTIVE DOWNTOWN STREET SYSTEM.

ALSO UNDERWAY DURING 1985 WAS THE CONSTRUCTION OF THE ROUTE 95/128 IMPROVEMENTS WHICH WILL ADD A FULL SCALE INTERCHANGE TO THE CITY AND MAKE MODIFICATIONS TO THE LOWELL STREET RAMPS. THIS INTERCHANGE IS THE CAPSTONE OF PUBLIC WORKS IMPROVEMENTS AT CENTENNIAL PARK AND SHOULD ALLEVIATE SOME OF THE TRAFFIC CONGESTION ON LYNNFIELD, LOWELL AND MAIN STREETS. IN THE NEXT FEW WEEKS, I WILL SUBMIT AN APPROPRIATION REQUEST TO THE COUNCIL FOR THE FUNDING OF A MAJOR TRAFFIC ASSESSMENT FOR OUR CITY. HOPEFULLY WE CAN IDENTIFY ADDITIONAL ROADWAY IMPROVEMENTS AND TRAFFIC CONTROLS TO COMPLEMENT THE ROUTE 128 WORK, THE URBAN SYSTEMS PROJECT AND THE RECENTLY COMPLETED

LYNNFIELD STREET IMPROVEMENTS.

IN THE CASE OF TRAFFIC FLOW, PEABODY, LIKE ALL SUBURBAN COMMUNITIES ALONG 128, IS FEELING THE GROWTH EFFECTS OF ONE OF THE STRONGEST REGIONAL ECONOMIES IN THE COUNTRY. I BELIEVE THE RESPONSIBLE APPROACH IS TO VIEW OUR GROWTH POSITIVELY AND PURSUE SOUND MANAGEMENT STRATEGIES ACCORDINGLY. THIS WILL BE THE CHALLENGE FOR MANY LOCAL AND STATE OFFICIALS IN 1986. OUR OPEN SPACE PROGRAM AND ZONING RECOMMENDATIONS AND OUR TRAFFIC STUDY ARE SIGNIFICANT STEPS IN THAT DIRECTION.

EVERY YEAR SINCE 1979, IN EITHER THE MID-TERM OR THE INAUGURAL, I HAVE DESCRIBED OUR GOALS FOR FURTHER DEVELOPMENT OF CENTENNIAL PARK. ALTHOUGH CONSTRUCTION OF ADDITIONAL OFFICE AND INDUSTRIAL FACILITIES WILL CONTINUE AT CENTENNIAL, THE CITY'S ROLE OF DEVELOPER WAS ENDED IN 1985. CENTENNIAL PARK HAS RENEWED OUR INDUSTRIAL BASE AND THE UDAG REPAYMENTS FROM THESE INDUSTRIES WILL SERVE TO FINANCE ADDITIONAL REDEVELOPMENT. I THINK THE PARK HAS FAR SURPASSED ANYBODY'S EXPECTATION IN TERMS OF TAX BASE AND JOBS. THE CITY WAS WILLING TO TAKE THE RISKS WITH THE LAND ASSEMBLY AND INVESTMENT IN ROADS AND UTILITIES AND I THINK OUR INVESTMENT HAS PAID OFF HANDSOMELY. SO DO OTHERS. A FEW WEEKS AGO, THE UNITED STATES ECONOMIC DEVELOPMENT ADMINISTRATION CITED CENTENNIAL PARK AS ONE OF THE SIX

OUTSTANDING PUBLIC INDUSTRIAL DEVELOPMENT VENTURES IN THE NORTHEAST. WE CAN ALL BE PROUD OF WHAT WE'VE ACCOMPLISHED.

IN 1985, WE HAVE BEEN STUDYING THE POSSIBILITY OF ADDITIONAL INDUSTRIAL GROWTH IN THE ROUTE 128/ROUTE 1 CORRIDOR. NEXT WEEK, I WILL OUTLINE TO THE CITY COUNCIL SOME BROAD DEVELOPMENT CONCEPTS THAT COULD ADD 3 MILLION SQUARE FEET OF INDUSTRIAL AND OFFICE SPACE TO OUR CITY BY THE YEAR 2000. SUCH A PROGRAM WOULD VIRTUALLY CONSOLIDATE THIS CITY'S POSITION AS THE ECONOMIC CENTER OF THE NORTH SHORE AND WOULD PROVIDE ADDED STABILITY AND DIVERSITY TO OUR TAX BASE. THROUGH 1986, I WILL DIRECT THE COMMUNITY DEVELOPMENT DEPARTMENT TO WORK WITH THE COUNCIL, CITY AGENCIES AND THE PUBLIC TO HAMMER OUT A DEVELOPMENT STRATEGY THAT WILL IDENTIFY THE LAND USE CONTROLS AND INFRASTRUCTURE THAT WILL BE REQUIRED TO HANDLE THIS FUTURE GROWTH IN A RESPONSIBLE MANNER. AGAIN, I STRESS THE POINT THAT WE HAVE THE ABILITY TO PROPELL OUR CITY INTO THE TWENTY-FIRST CENTURY WITH A SENSE OF PRIDE, A FEELING OF PROSPERITY AND A QUALITY OF LIFE UNPARALLELED IN PEABODY'S HISTORY.

THE FUTURE OF OUR COMMUNITY RESTS WITH OUR YOUTH. THEREFORE IT IS IMPERATIVE THAT OUR EDUCATIONAL PROCESS PREPARES THEM PROPERLY FOR THE CHALLENGES THEY WILL FACE. OUR SCHOOL SYSTEM HAS SEEN STEADY IMPROVEMENT OVER THE LAST FEW YEARS. LAST YEAR ADDITIONAL FUNDING WAS INCLUDED FOR NEW TEXT BOOKS, COMPUTERS AND EQUIPMENT. THROUGH OUR CAPITAL IMPROVEMENTS PROGRAM, SCHOOL BUILDINGS ARE BEING REPAIRED TO PROVIDE FOR A BETTER EDUCATIONAL ENVIRONMENT. OUR ROLLING STOCK IS BEING TURNED OVER TO ASSURE OUR STUDENTS SAFETY. GREATER COMMUNITY PARTICIPATION IS TAKING PLACE AND WILL BE ENCOURAGED EVEN MORE. WE INTEND TO CONTINUE THIS TYPE OF PROGRESS OVER THE NEXT TWO YEARS. I AM PLEASED TO REPORT THE NEWLY FORMED PEABODY EDUCATION COUNCIL INITIATED BY THE PEABODY FEDERATION OF TEACHERS IS MOVING WELL AHEAD OF SCHEDULE. THIS COUNCIL BRINGS TOGETHER THE TEACHERS, THE ADMINISTRATION AND THE BUSINESS COMMUNITY, WORKING TOGETHER TO IMPROVE OUR SCHOOL SYSTEM. IT PROVIDES DIRECT GRANTS TO CLASSROOM TEACHERS FOR INNOVATIVE PROGRAMS. IT ALSO HAS A SPEAKERS BUREAU ALONG WITH A JOB OPPORTUNITIES PROGRAM. OVER THE NEXT TWO YEARS I BELIEVE THIS COUNCIL WILL HAVE A SIGNIFICANT POSITIVE IMPACT ON OUR SCHOOL SYSTEM. I PUBLICLY WANT TO THANK EACH MEMBER OF THE EDUCATION COUNCIL FOR THEIR TIME, EFFORT AND DEDICATION TO OUR SCHOOL SYSTEM.

PUBLIC SAFETY PLAYS AN IMPORTANT ROLE IN THE QUALITY OF LIFE IN OUR COMMUNITY. TO THAT END SIGNIFICANT CHANGES WILL BE TAKING PLACE OVER THE NEXT TWO YEARS. THE FIRE DEPARTMENT THIS YEAR WILL BE EQUIPPED WITH A NEW LADDER TRUCK AND A NEW PUMPER TRUCK. CONSTRUCTION OF A NEW SUB STATION ON PROSPECT STREET WILL BE COMPLETED THIS SUMMER. AT THAT TIME THE CENTRAL HEADQUARTERS WILL BEGIN A TOTAL REHABILITATION PROGRAM. THE YEAR AHEAD WILL ALSO SEE THE INSTALLATION OF A NEW STATE-OF-THE-ART COMMUNICATION SYSTEM, ALONG WITH UPGRADING OF SMALLER EQUIPMENT. IT IS MY GOAL TO HAVE THIS ENTIRE PROGRAM COMPLETE WITHIN 18 MONTHS AT A COST OF 2 MILLION DOLLARS. I BELIEVE THIS PROGRAM WILL GIVE US ONE OF THE BEST EQUIPPED DEPARTMENTS IN THE AREA, NOT ONLY FOR THE SAFETY OF OUR CITIZENS, BUT ALSO FOR THE PEOPLE WHO HAVE TO PROVIDE THE SERVICE.

IN THE POLICE DEPARTMENT IT IS OUR GOAL TO PROVIDE THE NECESSARY NEW EQUIPMENT TO KEEP OUR DEPARTMENT CURRENT WITH MODERN CRIME FIGHTING EQUIPMENT, ALONG WITH NEW CRUISERS AND IMPROVED AREA COVERAGE.

THE POLICE DEPARTMENT IS GOING THROUGH A MAJOR CHANGE IN TERMS OF PERSONNEL BOTH IN THE RANKS OF PATROLMEN AND OFFICERS. THE NEW CHIEF HAS MY FULL SUPPORT IN REORGANIZING AND REASSIGNING DUTIES AND RESPONSIBILITIES

WHICH ARE MORE IN LINE WITH PRESENT DAY NEEDS. THE UPGRADING OF EQUIPMENT AND TRAINING WILL BE A TOP PRIORITY.

OVER THE NEXT TWO YEARS WE WILL BE WORKING HARD TO IMPROVE THE QUALITY OF SERVICES TO OUR CITIZENS. THIS SPRING WE WILL BE STARTING OUR ROAD IMPROVEMENT PROGRAM WHERE WE LEFT OFF THIS PAST YEAR. OVER THE LAST 2 YEARS \$800,000 HAS BEEN EXPENDED IN ROAD IMPROVEMENTS AND NOT A DIME OF IT WAS BORROWED AND WE EXPECT TO DO A SIGNIFICANT AMOUNT THIS YEAR. WORK WILL CONTINUE ON WATER IMPROVEMENTS UNTIL WE HAVE A SYSTEM SECOND TO NONE. THE GENERAL APPEARANCE OF OUR COMMUNITY WILL BE A MAJOR EMPHASIS ON THE PART OF THE PUBLIC SERVICES DEPARTMENT AND I WILL NOT BE SATISFIED UNTIL I SEE TOTAL COMMUNITY PRIDE IN THE APPEARANCE OF OUR CITY.

THOUGH THINGS HAVE FOR THE MOST PART GONE WELL LET NO ONE BE LULLED INTO A FALSE SENSE OF SECURITY, PARTICULARLY THOSE ON A MANAGEMENT LEVEL. THE NEXT TWO YEARS WILL BE DIFFICULT TIMES FOR LOCAL GOVERNMENT AND I WILL EXPECT A MORE AGGRESSIVE AND INNOVATIVE ROLE ON THE PART OF MANAGERS. THERE WILL BE MORE TRAINING PROGRAMS TO ASSURE WE STAY CURRENT WITH THE CHANGING TIMES. THE DAYS OF STATUS QUO ARE OVER AND I MUST RELY ON YOUR

HELP IF WE ARE GOING TO CONTINUE TO PROGRESS AND BE A COMMUNITY WE ALL CAN TAKE PRIDE IN.

SOME OF THE OTHER AREAS WE WILL BE ADDRESSING IN THE NEAR FUTURE ARE THE IMPROVING OF THE LINES OF COMMUNICATION WITH OUR NEIGHBORING COMMUNITIES. I BELIEVE THERE ARE SIGNIFICANT AREAS OF COMMON GROUND THAT WE CAN WORK TOGETHER AND DO THINGS MORE EFFICIENTLY AND COST EFFECTIVE. IN AREAS OF DISAGREEMENT MEANINGFUL DIALOGUE COULD LEAD TO COMPROMISE AND SOLUTIONS. IT IS TIME TO SIT COLLECTIVELY AND WORK ON ISSUES THAT CAN BE BETTER DEALT WITH ON A REGIONAL BASIS.

THE ISSUE OF THE HOMELESS SHOULD BE A CONCERN TO ALL OF US PARTICULARLY IN THE TYPE OF SOCIETY WE LIVE IN. I PLEDGE THAT PEABODY WILL DO ITS SHARE IN ELIMINATING THE DEMEANING FASHION IN WHICH SOME UNFORTUNATE PEOPLE HAVE HAD TO EXIST AND HOPEFULLY BE ABLE TO GIVE THEM NEW DIRECTION AND A BETTER LIFE.

THE CRITICAL SHORTAGE OF HOUSING AND THE ISSUE OF MOBILE HOMES WILL REQUIRE US DEVOTING A LOT OF TIME AND EFFORT TO RESOLVE THESE COMPLEX ISSUES. I HAVE OVER THE PAST YEAR HAD MANY MEETINGS TRYING TO RESOLVE

THE ISSUE OF MOBILE HOMES. THOUGH SOME PROGRESS HAS BEEN MADE MUCH REMAINS TO BE DONE TO ELIMINATE THE UNCERTAINTY THAT EXISTS AND TO STABILIZE THE SITUATION.

THE YEAR AHEAD WILL SEE US GOING THROUGH A RECERTIFICATION OF PROPERTY VALUES AS REQUIRED BY STATE LAW. IT IS MY HOPE TO BE ABLE TO GO THROUGH THE PROCESS WITH MINIMAL CONFUSION AND ULTIMATELY ESTABLISH A TAX RATE WHICH WILL NOT IMPACT OUR CITIZENS. WE HAVE STARTED AN EDUCATIONAL PROGRAM TO KEEP OUR CITIZENS INFORMED AND WILL CONTINUE TO DO SO TO MINIMIZE ANY CONFUSION.

THE YEAR AHEAD WE WILL BE TAKING A HARD LOOK INTO SOME AREAS OF MUNICIPAL GOVERNMENT WITH AN EYE TOWARDS CONSOLIDATING AND REORGANIZING CERTAIN DEPARTMENTS TO MAKE THEM MORE EFFICIENT AND COST EFFECTIVE. LET THERE BE A CLEAR MESSAGE THAT COOPERATION FROM ALL IS NECESSARY AND I ENCOURAGE IT BUT I WILL NOT TOLERATE THE ABUSE OF THE PUBLIC TRUST OR FUNDS THROUGH NEGLIGENCE, INCOMPETENCE OR PUBLIC-BE-DAMNED ATTITUDE.

OVER THE LAST SEVERAL YEARS THE CHALLENGES HAVE BEEN MANY AND WE HAVE BEEN ABLE TO KEEP THINGS TOGETHER FAIRLY WELL. I WOULD BE LESS THAN CANDID IF

I SAID WE DID NOT MAKE MISTAKES BUT WHEN YOU ARE WILLING TO MAKE DECISIONS AND TAKE SOME RISKS AND TRY AND IMPROVE YOUR COMMUNITY, YOU ALSO MUST ACCEPT MISTAKES. BUT IN THE FINAL ANALYSIS IT IS WITH A DEEP SENSE OF PRIDE THAT I LOOK AT WHERE WE WERE AND WHERE WE ARE TODAY. FOR EXAMPLE, NO PROPERTY TAX INCREASE FOR FIVE YEARS. A MASTER PLAN FOR OPEN SPACE AND RECREATION IS COMPLETED AND READY FOR IMPLEMENTATION. A FIVE YEAR PLAN FOR CAPITAL IMPROVEMENTS IS NOW ENTERING INTO THE THIRD YEAR. ECONOMIC DEVELOPMENT HAS CREATED A BROADER TAX BASE AND JOB OPPORTUNITIES FOR OUR CITIZENS. OUR DOWNTOWN'S APPEARANCE IS SHOWING MAJOR IMPROVEMENTS THROUGH OUR REVITALIZATION PROGRAM AND MORE WILL BE DONE. OUR 6 MILLION DOLLAR URBAN SYSTEM PROGRAM IS UNDER WAY WHICH WILL GIVE OUR DOWNTOWN A MAJOR IMPROVEMENT IN TRAFFIC AND APPEARANCE. OUR ADMINISTRATIVE OFFICES HAVE BEEN COMPUTERIZED AND FUNCTIONING MORE EFFICIENTLY. OUR COMMUNITY'S APPEARANCE IS IMPROVING THROUGH THE PRIDE IN PEABODY PROGRAM AND THE ADOPT AN ISLAND PROGRAM. ETHNIC PRIDE AND COMMUNITY PRIDE IS INCREASING AS EVIDENCED BY THE INTERNATIONAL FESTIVAL THAT ATTRACTED 40,000 PEOPLE WHO CAME TO SHARE IN THE FESTIVITIES AND TO SEE WHAT OUR COMMUNITY IS ALL ABOUT. THE HOLIDAY FESTIVAL ALSO ATTRACTED A LARGE CROWD, ANOTHER SIGN OF COMMUNITY SPIRIT. OUR ROADWAYS AND GENERAL APPEARANCE OF OUR COMMUNITY IS IMPROVING AND THE LIST GOES ON. BUT MORE IMPORTANTLY THE

IMAGE OF OUR COMMUNITY, THE PLACE WE CALL HOME, AND HOW WE ARE VIEWED BOTH WITHIN AND OUTSIDE OF THE CITY HAS ALWAYS BEEN A TOP PRIORITY OF MINE. I BELIEVE WE HAVE MADE SIGNIFICANT PROGRESS, BUT THERE WILL BE NO LET UP ON MY PART UNTIL WE CONVINCED EVERYONE THERE IS NO BETTER COMMUNITY TO LIVE IN THAN PEABODY, MASSACHUSETTS.

IN CONCLUSION, I WANT TO THANK EACH AND EVERYONE WHO HAS PLACED THEIR FAITH AND CONFIDENCE IN ME TO LEAD OUR COMMUNITY. YOU HAVE GIVEN ME AN OPPORTUNITY THAT ONLY 10 OTHER INDIVIDUALS HAVE HAD IN THE HISTORY OF OUR CITY.

I CHERISH THE HONOR YOU HAVE BESTOWED ON ME AND WELCOME THE CHALLENGE AND RESPONSIBILITY THAT GOES ALONG WITH IT. I PLEDGE TO YOU A TOTAL COMMITMENT ON MY PART AND I ASK YOU FOR YOUR HELP, COOPERATION AND UNDERSTANDING AND TOGETHER WE WILL MAKE OUR COMMUNITY A BETTER PLACE IN WHICH TO LIVE, RAISE OUR FAMILIES AND DO SO WITH A DEEP SENSE OF PRIDE. THANK YOU AND GOD BLESS YOU ALL.

